Appendix D

Programmatic Risk

The purpose of the programmatic risk concept is to provide each site an opportunity to identify areas of uncertainty (i.e., risk to cost, schedule, and technical performance) associated within the strategy to accelerate site closure dates. As Operations/Field Offices take on the challenge of accelerating site closure, areas with high programmatic risk will become the focus of DOE management attention to insure appropriate visibility and resources are provided. The major objective is to eliminate, as early as possible, those project uncertainties that can result in unexpected growth to cost and schedule. Programmatic risk is associated with a project's cost, schedule, and performance; it should not be confused with risk to the worker, public, and environment.

Each site strategy describes the "critical closure path" for the major activities required for site closure. The critical closure path is a streamlined schedule of high level activities, events, and/or decisions that must occur "on schedule" to achieve the site closure date. The critical closure path is composed of two sources of schedule information: Critical Path and Critical Events.

A. **Critical Path** information is obtained from the site's analysis of all activities scheduled to complete the EM mission and achieve closure. It is defined as the longest path (in terms of duration) through the schedule of project activities that achieve site closure. The duration of activities on the critical path drives the site closure date. Delay in a critical path activity will delay the closure of the site; similarly, acceleration of the site closure date can occur only if acceleration occurs with critical path activities. Many other non-critical path activities are included in the site's strategy; however, sufficient float (i.e., slack time) exists with these activities to allow some flexibility in their accomplishment without affecting the site closure date.

B. **Critical Events** are those selected milestones, events, decisions, and/or activities that are not on the critical path but are of sufficient programmatic risk to warrant upper level DOE management and stakeholder attention. Milestones selected to be critical events should be extracted from those included in the site's Project Baseline Summaries.

Programmatic risk categories are described in Table D-1.

Table D-1: Programmatic Risk Categories

Risk Categories	Technological	Work Scope Definition	Inter-Site Dependency
5 (high)	The technology required to accomplish the planned activity does not exist Development of this technology has not been initiated, but an STCG number has been assigned	Project endstate is not determined or supported by stakeholders Waste/material quantities and characteristics are unknown Process operations are not identified or supported by stakeholders Final disposition location for waste/material has not been identified	Activity involves multiple sites No concurrence has been reached between sites Stakeholders are opposed to the site's involvement in the activity
4(high)	The technology to accomplish the planned activity is identified and has an STCG number Development of the technology is only at the laboratory level	Project endstate is determined but may be controversial to stakeholders Process operations are identified but may be controversial to stakeholders Final disposition location for waste/material has not been identified and approved.	Activity involves multiple sites, site concurrence has been verbally reached The Waste Acceptance Criteria (WAC) has not been resolved No funding has been identified and no schedule for receipt or treatment of the waste/material exists Involvement of the site may be controversial to stakeholders
3	The technology required has been identified and has an STCG number assigned Technology is in full scale development and demonstration	Project endstate is determined and is expected to be acceptable to stakeholders Waste/material quantities and characteristics are broadly known Process operations are identified and expected to be acceptable to stakeholders Final disposition location for waste/material has been identified and an EIS is being prepared	Activity impacts another site, site concurrence has been verbally reached Receiving facility is reviewing characterization data to determine WAC acceptability Funding has been identified but no schedule for receipt or treatment of the waste/material exists Site involvement is expected to be acceptable to stakeholders

Table D-1: Programmatic Risk Categories (Continued)

Risk Categories	Technological	Work Scope Definition	Inter-Site Dependency
2	The required technology has been fully developed and demonstrated at another site with a similar waste/material type	Project endstate is determined and is expected to be acceptable to stakeholders Waste/material quantities and characteristics are broadly known Process operations are identified and expected to be acceptable to stakeholders Final disposition location for waste/material has been identified and an EIS is being prepared	Activity doesn't impact another site or site concurrence has been documented if multiple sites are impacted Receiving facility has verified WAC acceptability Funding has been identified but no schedule for receipt or treatment of the waste/material exists Site involvement is supported by stakeholders
1 (low)	Technology has been demonstrated at the site on some actual waste/materials and is operationally ready	Project endstate is determined and supported by stakeholders Waste/material quantities and characteristics are well known Process operations are identified and supported by stakeholders Final disposition location for waste/material has been identified and an EIS ROD is prepared	Activity doesn't impact another site or site concurrence has been documented if multiple sites are involved Receiving facility has verified WAC acceptability Funding is identified in an approved PBS and facility is ready to receive the waste/material Site involvement is supported by stakeholders